

Deputy Director of
Central Intelligence

76-3623/1

Adverse

Hank:

One requirement of the Presidential Management Initiatives program is that we establish objectives for 1977 and 1978 and submit them to OMB. Frankly, this is an exercise and little more. I am particularly concerned about the development of objectives for 1978, because whatever we do now will be totally out of date in six months. The approach in the attached letter takes several of the important questions we have agreed to in EAG and casts them in objectives form. OMB will not be delighted with these.
(over)

James H. Taylor, Comptroller

PMI/White House
Bof

The objectives will not be specific enough, and they will probably argue that we are somewhat vague in our timing. While all that is true, I do not think that we need to be at all apologetic about our approach to their management task. We have set forth objectives, and we are in fact doing considerably more in this area than probably many others are.

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Executive Registry

76-3623

6 OCT 1976

Mr. Donald G. Ogilvie
Associate Director for National
Security and International Affairs
Office of Management and Budget
Washington, D.C. 20503

Dear Don:

In fulfillment of Presidential Management Initiatives, Decision Making and Departmental Organization, Item C, I am pleased to send you a set of objectives that the Central Intelligence Agency will strive for and attain during 1977 and 1978.

As you know, over the past two years CIA has been the subject of intense review by the Rockefeller Commission and by two Congressional Select Committees. Executive Order 11905 and a new Senate oversight committee are the results of these inquiries. Our major task over the coming months is to develop appropriate procedures and processes to adjust to these and other very important changes which have taken place in recent months. The Executive Advisory Group (EAG), composed of the Comptroller, the four Deputy Directors and the General Counsel, and formally established in June, is the vehicle I have chosen to advise the Director and me in making the fundamental policy and other decisions that are required. The overriding concern of the EAG is to forge effective management processes that will permit continuing high performance where CIA excels and improvements where better performance is required.

There are five general areas that we have agreed require improvement. These involve: sharpening CIA's capabilities to give policymakers what they really need; establishing an effective Agency management process that will enable us to coordinate and integrate activities of all Directorates; improving Agency planning for the future; placing relations between the CIA and oversight bodies, and the public, on a footing of mutual confidence and respect; strengthening CIA command and control arrangements to insure that our activities are within the law and the limits of propriety; and redrawing personnel policies for the maximum benefit to the Agency, its employees, and its applicants for employment.

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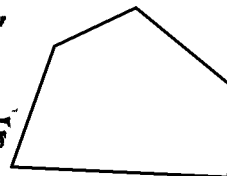
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These priority concerns are the framework for the objectives CIA has set for itself. The attached objectives demonstrate CIA's commitment to strive for excellence and will serve as a basic work plan for us over the next year.

Sincerely,

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/s/ E. H. Knoche



E. H. Knoche
Deputy Director

Enclosure

Distribution:

Original - Addressee, w/enc

- 1 - Nanette Blandin, w/enc - *Room 8215 - N.E.O.B*
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Reference

1. DECISIONMAKING AND DEPARTMENTAL ORGANIZATION

Each agency should:

- A. Determine the extent to which there is a unit within the agency reporting directly to the agency head which has the mandate from the agency head (and the requisite personnel) to assist the agency head in carrying out the following in an unbiased manner: (a) determining MBO's, (b) assuring that important decisions are made only after consideration of all relevant factors, including the impact on competing priority goals of the Administration and on programs of other agencies, and the views of the public, (c) identifying the need for and guiding the design and implementation of program impact and efficiency evaluations, (d) assuring prompt and complete implementation of the agency head's decisions, and (e) coordinating all of the foregoing with the agency's budget process.
- B. By September 21, report to OMB on the agency's assessment of its situation with respect to A above and the steps taken and remaining to be taken to establish or upgrade such a unit. Such steps shall not involve an increase in ceilings or supergrades.
- C. Review for possible improvement, the agency's MBO's for FY 1977, and in accordance with OMB guidance to be furnished, submit proposed agency head MBO's for FY 1977 and 1978, as part of the FY 1978 budget process.
- D. Promptly include among the agency's MBO's those necessary to carry out the actions directed by the President at the meeting.
- E. Develop and insist on utilization of the decisionmaking checklist approach to decisionmaking. OMB will provide promptly a draft with a request for comments and suggested revisions within 30 days.
- F. Review current staffing patterns and structures to identify unnecessary position layering and excessive organizational subdivisions. Develop a plan to consolidate subunits with similar and related functions. Establish guidelines which will be reviewed by OMB for "assistant to" positions, including number per policy official and grade level. Procedures should be established to ensure at least agency deputy level review of proposals to create new subdivisions and "assistant to" positions.

OMB is developing procedures whereby each year, in conjunction with budget submissions, each agency will also submit a management plan for the budget year. Such plans will include initiatives to carry out actions directed by the President at the meeting as well as such other management initiatives as appear desirable. Management plans will be reviewed and finalized in the Presidential budget process.

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